

2004 DoD Procurement Conference

The Transformation of Defense Procurement – People, Policy, Processes



Contingency Contracting

Boots on the Ground
Transformation

27 May 2004

Panel Members

- Maj Robert Widmann, USAF – Moderator
- Capt A.R. (Rey) Estrada, USMC
- Lt Col Jill Stiglich, USAF
- Col Tony Bell, USA
- Lt Col Steve Elliot, DCMA
- CDR (Sel) Barbara Tucker, USN
- Col Scott Risser, USA

Contingency Contracting: Keeping Operational Forces Supplied

Captain Rey Estrada

**Regional Contracting Office – Southwest
Marine Corps Base, Camp Pendleton, CA**

Contingency Contracting Challenges

- Chaotic Environment
- Supply Route Security
- Vendor Co-Operation
- Accessibility of Goods and Services
- Cultural / Language Differences
- Business Practices

Goal: Keeping Forces
Supplied

How Can We Improve Our
Processes?

1. Theatre Assets

- Utilize Military Hubs in Germany, Italy, Spain, Kuwait, and Dubai.
- Contingency Contracting Officers (CCOs) Work out of Overseas Military Contracting Offices.
- Relay Requirements from Contingency Environment to CCOs

2. Utilize Military Airlift Assets

- CCOs Located on Flight Route Paths
- Have Orders Processed and Prepared for Military Air Transport
- Work with Transportation Personnel
- Expedite Shipments

Benefits

- Capitalize on Theatre Assets
- Better Resources at their Disposal
- Plug Into Established Overseas Contracting Offices
- Reduce Time to Satisfy Requests
- Better Support the Contracting Mission



Ex-Director of Contracting, CJTF-7

Lt Col Jill Stiglich

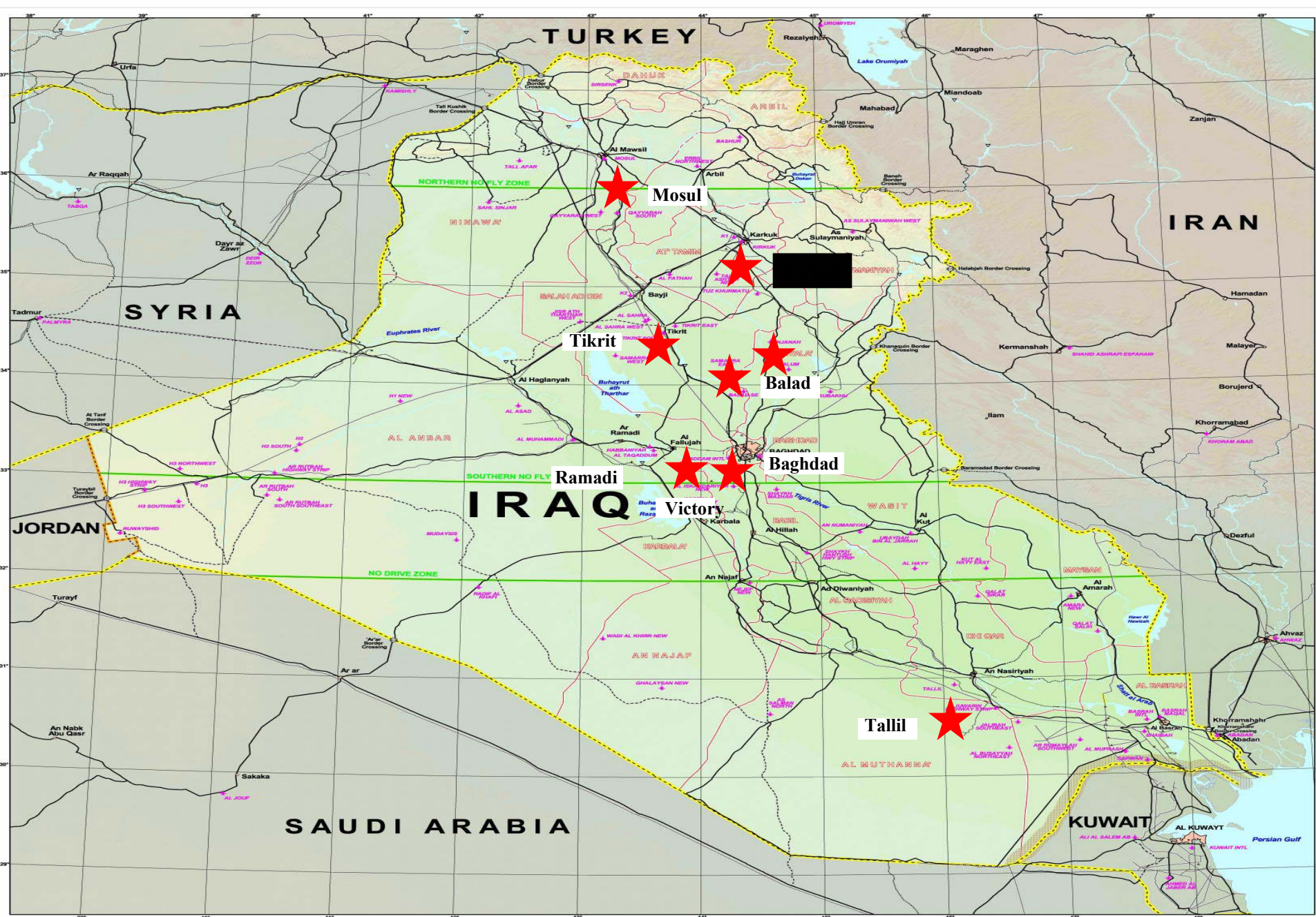


Our Mission

Chief of Contracting

- Expeditiously procure needed supplies and services in support of CJTF-7 units
- Accomplished through 8 contracting area offices deployed throughout the AOR
- Ensure focus is on non-complex items and services...but that is changing!

We Buy Stuff!

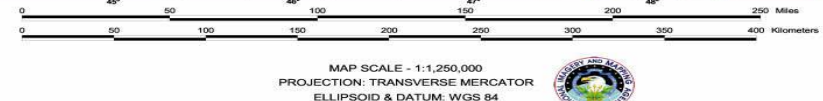


IRAQ

SUITABLE FOR REFERENCE PURPOSES ONLY

Names and boundary representation are not necessarily authoritative.

Proper names on this product may not conform to standard NIMA product specifications and U.S. Board on Geographic Names standards.





Organization

Chief of Contracting

- Chief of Contracting, Iraq Responsibilities
 - Exercise OPCON of contracting area offices
 - Provide contract oversight IAW acquisition statutes and regulations
 - Execute contracts valued up to \$50 million
 - Manage contracting Joint Manning Document
 - Provide acquisition planning and business advice to CJTF-7 HQ
 - Manage reporting requirements to PARC
 - Provide CCO support where required



Organization (cont'd)

Chief of Contracting

- Contracting Area Office Responsibilities
 - Procure goods and services up to warrant limits
 - Assist in defining requirements via market research
 - Solicit/negotiate/award legal contracts
 - Ensure delivery to customer and payment to vendor
 - Manage Field Ordering Officer (FOO) program
 - Train and equip FOO's to make purchases <\$2,500
 - Monitor FOO procurement execution
 - Provide business advice to supported units



Contracting Authority

Chief of Contracting

- Army designated as executive agent for contracting in SWA
- Executive agent responsibilities exercised through PARC located in Kuwait
- Contracting authority for Iraq derived from PARC
 - Issues warrants to my contracting officers allowing them to obligate the US Gov't



Coalition Acquisition Review Board

Chief of Contracting

- CJTF-7 HQ review board chaired by C4 and composed of voting reps from C1, C3, C6, C7, C8
 - SJA and Chief of Contracting are advisors
- Reviews requirements >200K
 - Also reviews controlled items (e.g., automation and communication equipment, NTVs) at any dollar value
 - Infrastructure/facilities requirements reviewed by Base Camp Acquisition Review Board (BCARB)
- Recommends disposition to approval authority (DCG), who signs PR&C if approved











JOINT CONTRACTING, FINANCE
AND RESOURCE MANAGEMENT
OFFICE
BAGHDAD - IRAQ

مكاتب التعاقد والتمويل
والموارد
بغداد - العراق

















































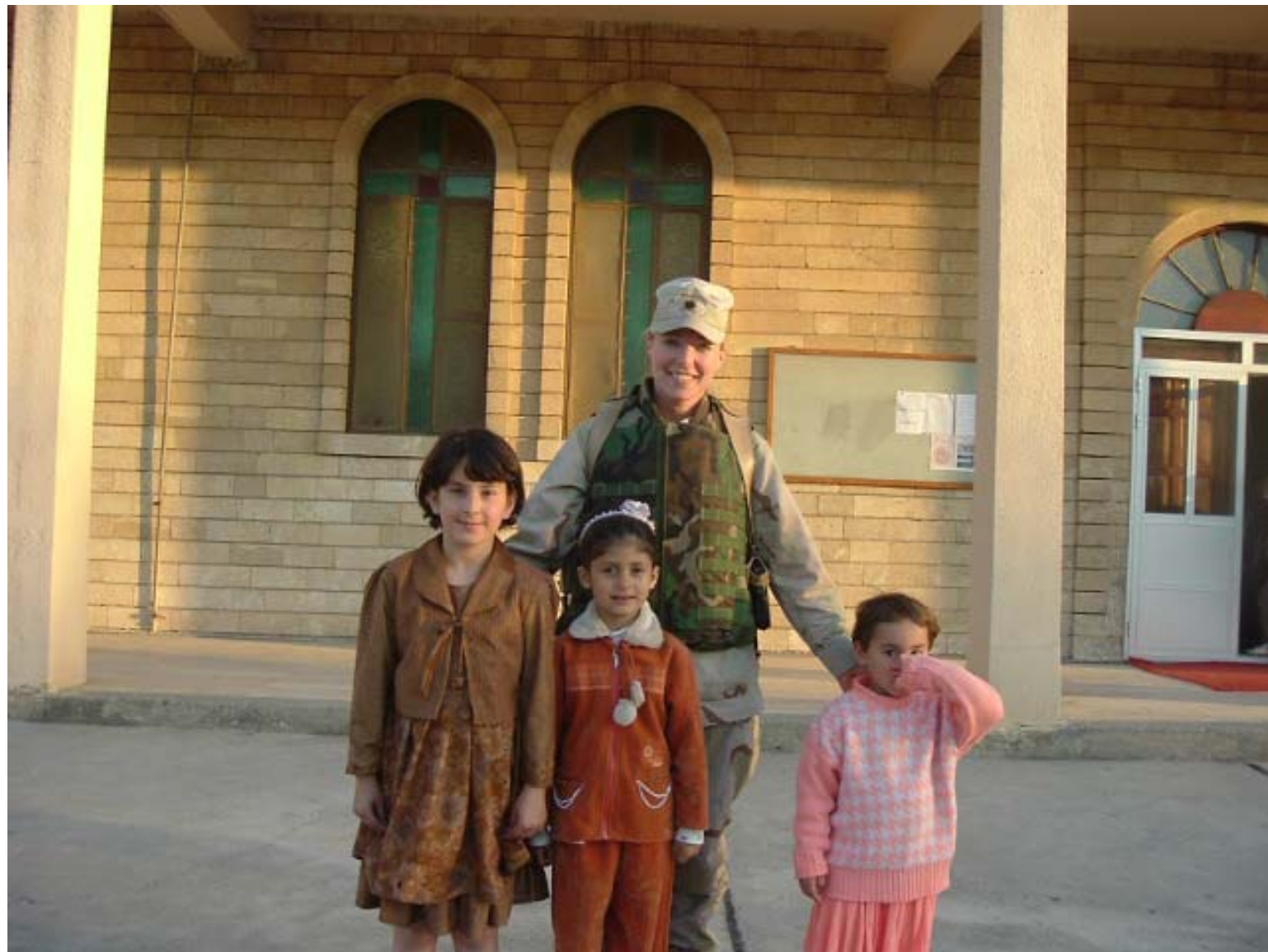




























Where We Were Headed

Chief of Contracting

- Transition from Build-Up to Sustainment
 - Requirements/Complexity increasing; manning is not
 - Move from LOGCAP to Direct Contract
- Proposed Joint Iraqi Contracting Command
 - 25 Personnel falling under 4-Star HQ (15 May—MNF-I)
 - HCA/2 PARCS (Infrastructure/Equip-Sustain)

Issues



- Personnel
 - Numbers
 - Insight into JMD
- Workload
 - Sheer numbers of PR&C's
 - Complexity Changing
 - Moving from LOGCAP to Direct Contracting
- Stateside Contracts
 - COR's
 - Accountability
 - No standard contract format; medical, processing, allowable costs

Issues (cont)



- Travel/Communication
- Organization
 - JICC
 - Staffing
 - Area of Ops Concept
 - Joint Warfighter Acquisition Regulation (J-WAR)
- Who is responsible for AAFES contracting?
- Contractors on the Battlefield

Good News!



- Soldiers need us!
 - One of the first questions...where is contracting?
 - More dependent on direct v LOGCAP
- Deployments are what you make of them
 - Hard work, but what else is there to do???
 - Teamwork; it's about the mission!





U.S. Army Contracting Agency

DOD PROCUREMENT CONFERENCE

**BREAKOUT SESSION: CONTINGENCY CONTRACTING – BOOTS ON THE
GROUND TRANSFORMATION**



COL TONY BELL

*Director, Contingency Contracting Operations
Army Contracting Agency – Southern Region*

Tony.Bell@forscom.army.mil

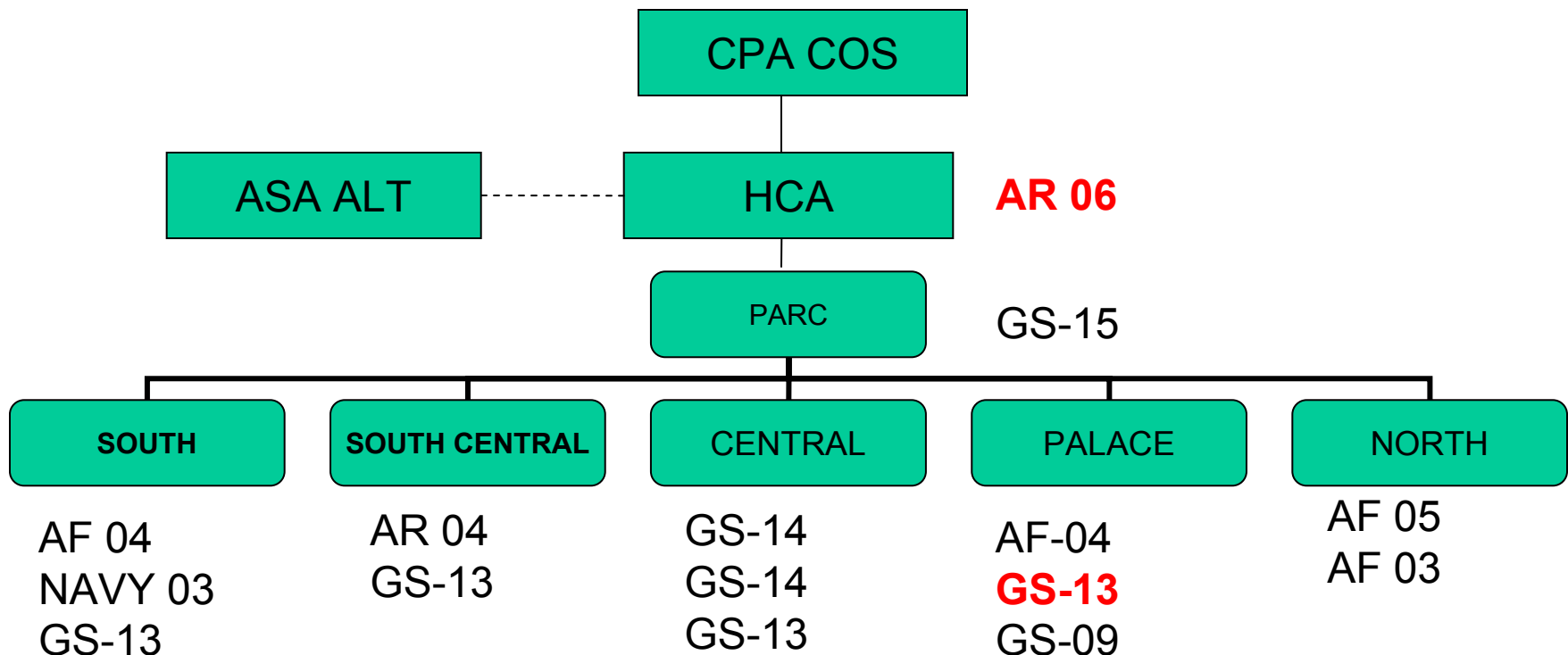
anthony.b.bell@us.army.mil

404.464.3663

Southern Region



CPA CA IRAQ





CHALLENGES

MISSION

PERSONNEL (DEPLOYMENT/SELECTION)

MOA

RANK (ACCESS)

COMPUTERS/SOFTWARE

INFORMATION FLOW

SUPPORT PERSONNEL

DUTY DAYS

SPECIALIZED PROGRAMS

CUSTOMERS

TEACHING

BUSINESS TO BUSINESS

FUNDING



U.S. Army Contracting Agency

CONCLUSION

- **YESTERDAY**
- **TODAY**
- **TOMORROW**

Southern Region



U.S. Army Contracting Agency

BACK UP CHARTS

Southern Region

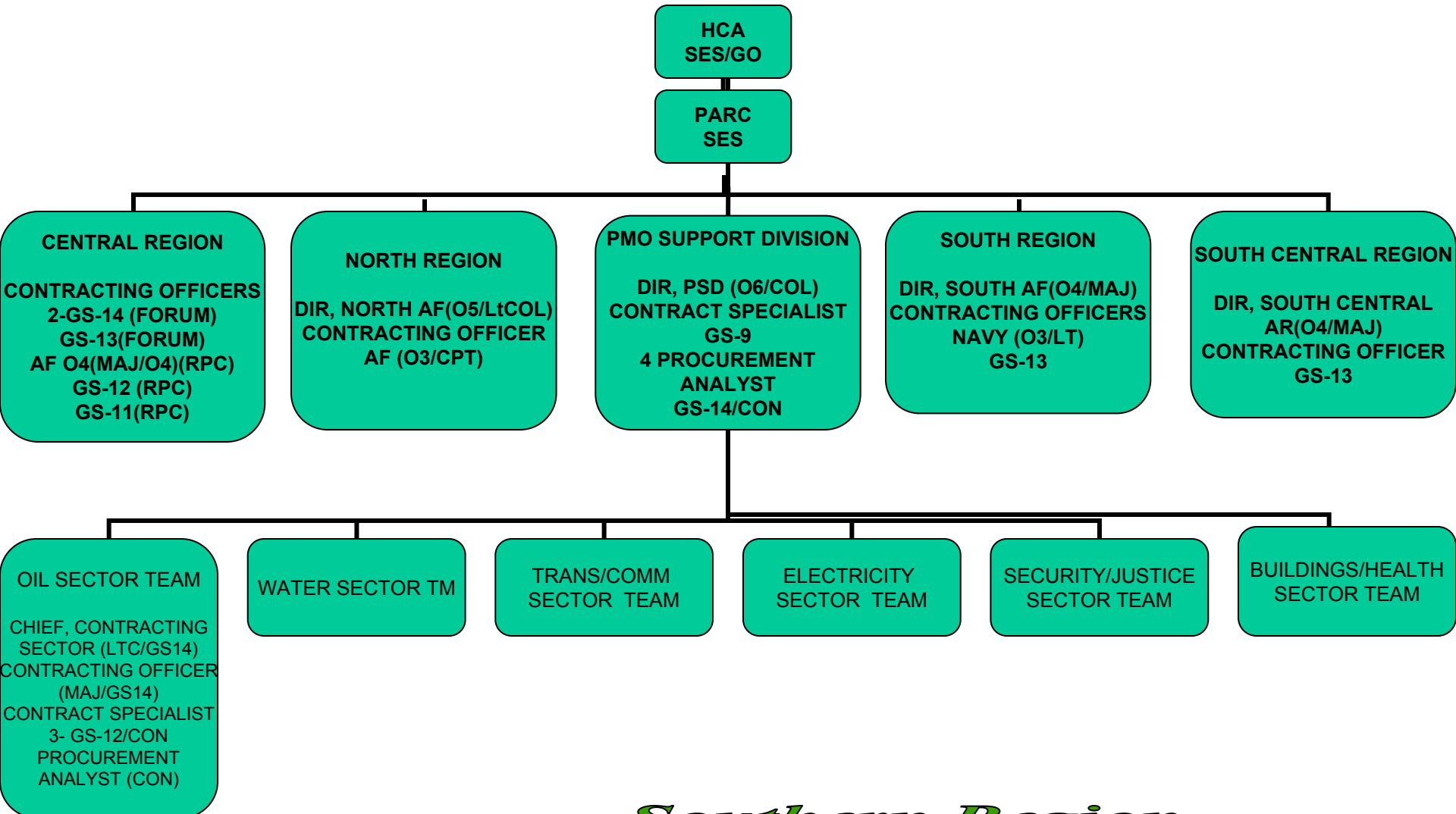


CHANGES

- **ARMY FORCE STRUCTURE CHANGES**
- **MODULARITY**
- **UNIT OF ACTIONS (UAs, UEx, UEy)**
- **DIFFERENT LEVELS**
- **STRUCTURE WORKING**
- **ARMY CONTRACTING AGENCY**



U.S. Army Contracting Agency



Southern Region



U.S. Army Contracting Agency

ACCOMPLISHMENTS

- **FULL AND OPEN COMPETITION (99%)**
- **IRAQI PARTICIPATION (65%)**
- **IRAQI EMPLOYMENT (>21,000)**
- **ELECTRONIC ADVERTISEMENT**
- **ELECTRICITY**
- **SECURITY**
- **MOBILE TELECOM**

Southern Region



DoD Procurement Conference

Contingency Contracting – **Boots on Ground Transformation**

Lt Col Steve Elliott

27 May 2004

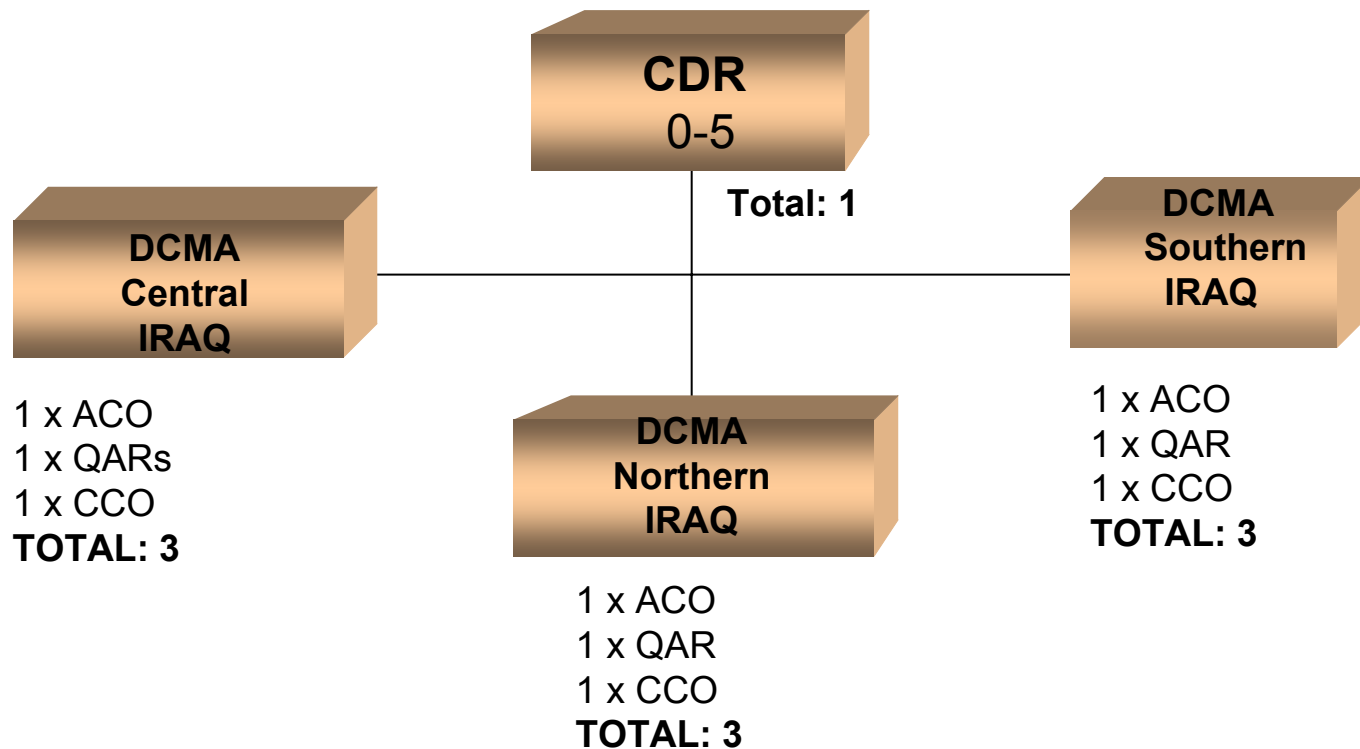
MISSION

- **DCMA-Iraq provides the full spectrum of Contingency Contract Administration Services to all coalition forces operating in Iraq as part of Operation Iraqi Freedom commencing MAR 03**
- **Also initial contingency contracting support to Office of Reconstruction and Humanitarian Assistance (ORHA) / Coalition Provisional Authority (CPA)**
 - Mar – Aug 03**

Start-Up

- Supporting Presidential-Directed “Office of Reconstruction and Humanitarian Assistance” (ORHA) in Mar 03.
 - ~350 Personnel Led By LTG (ret) Jay Garner
 - 1 Task Order = \$80M
 - 3 Offices (North, South, Central)

Start-Up



Total Target strength: 10



Welcome to the Coalition Provisional Authority (CPA)

- “We came to restore your government and resources to you, the Iraqi people. That restoration is in progress.”
- Ambassador Paul Bremer - 5 Sep 2003



What We Found



This Is The Customer

Baghdad – Mission Profile:

Duty Hours	24/7
Temperature	125°
Winds	40 mph
Drinking Water Temp.	125°
Air Conditioning	N/A
Fans	N/A



Jim Watson / AFP



Al Rasheed
~800

Convention
Center / Forum
~500

Government
Of Iraq
Complex
~1000

Warehouses
~75

Office
~75

Office Space and
Warehouse
~400

Various Compounds
~2000

Force Protection
~1500

Engineers
~750

Apartments
~250

HA Villas
~500

Hospital
~500

North Villas
~200

Office Space
~400

Helopad
~30

Palace
~3500

KBR
~500

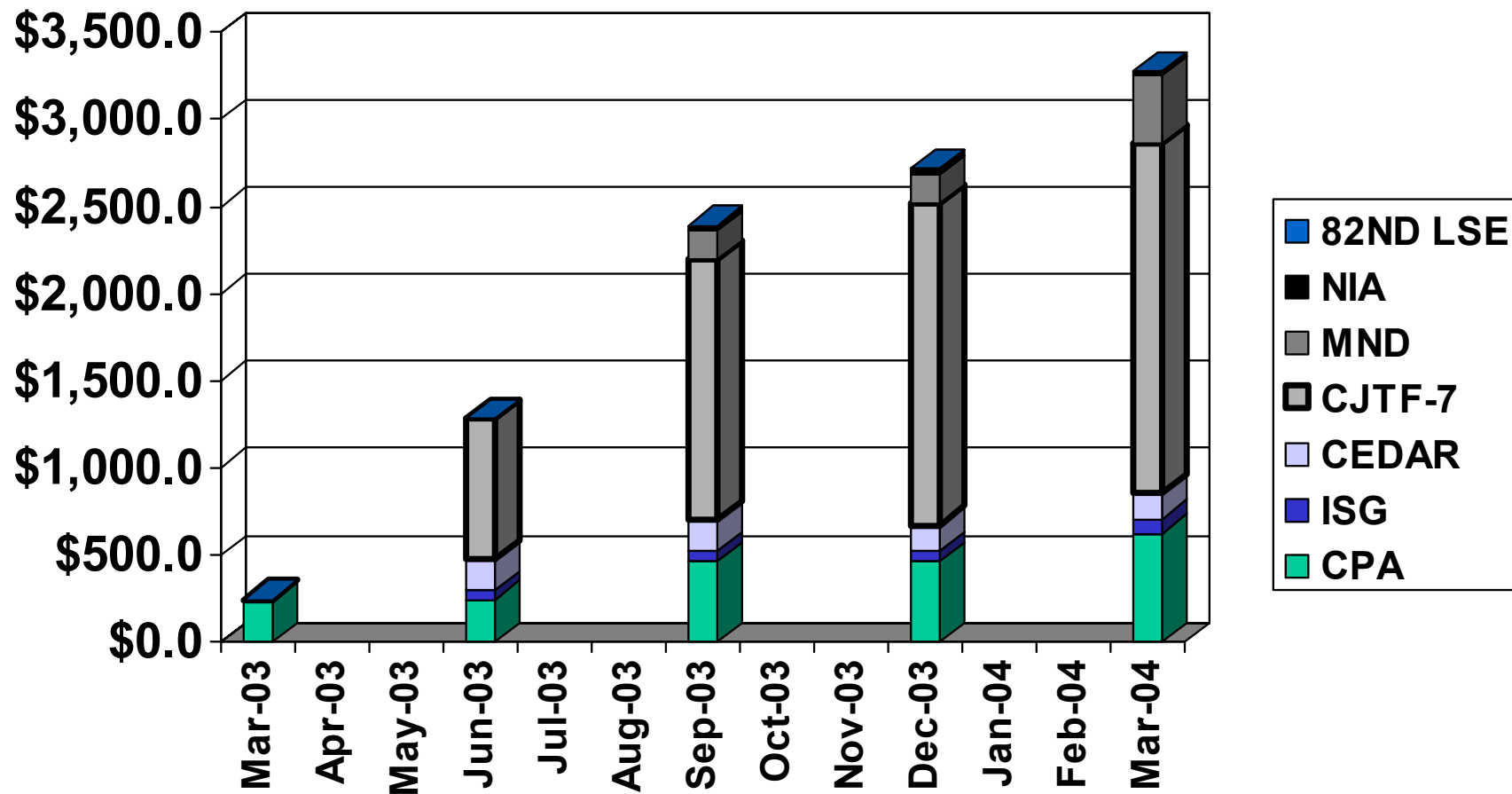
South Villas
~500

Force Protection
~500

Baghdad



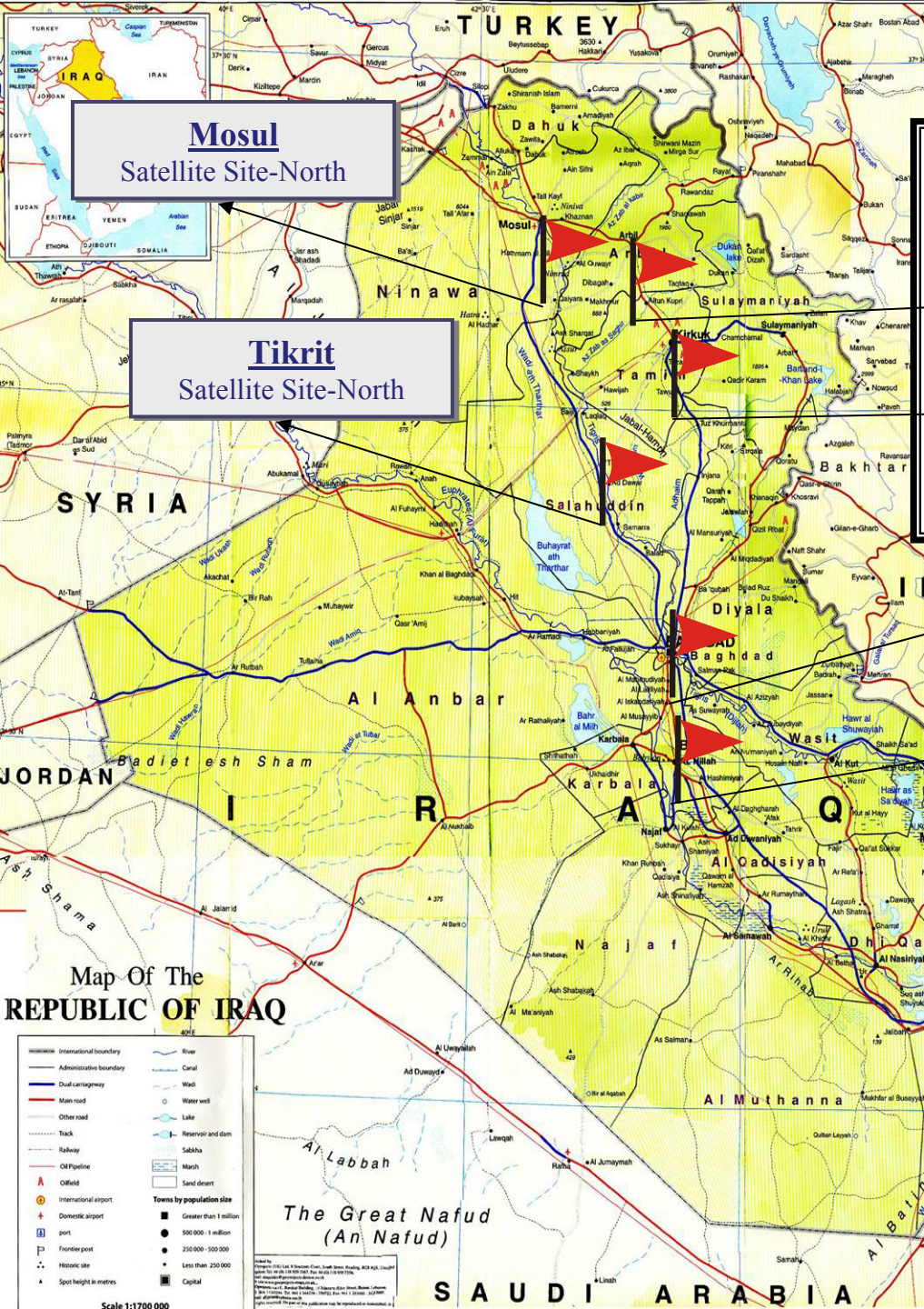
Where We Are...



Task Orders

<u>T.O. Number</u>	<u>T.O. Title</u>	<u>ROM Cost</u>	<u>Current Funding</u>
44	CPA	\$ 461.2M	\$ 197.7M
56	Iraq Survey Group (ISG)	\$ 80.0M	\$ 80.0M
57	Cedar/Adder II	\$ 178.0M	\$ 100.0M
59	CJTF-7	\$ 7,000.0M	\$1,559.9M
61	MND (Coalition)	\$ 284.0M	\$ 218.0M
64	New Iraqi Army (NIA)	\$ 41.2M	\$ 29.9M
70	82 nd LSE	\$.5M	\$.4M
		\$ 8,044.9M	\$2,185.9M

As of 13 January 2004



Mosul
Satellite Site-North

Tikrit
Satellite Site-North

CPA
Support Project

Area of Operations

Erbil
North Team HQ

Kirkuk
Satellite Site-North

BAGHDAD
Main/Central Team HQ

All Hillah
South/Central Team HQ-
Current

Basrah
Southern RSO HQ

Umm Qasar
South Team HQ-Original

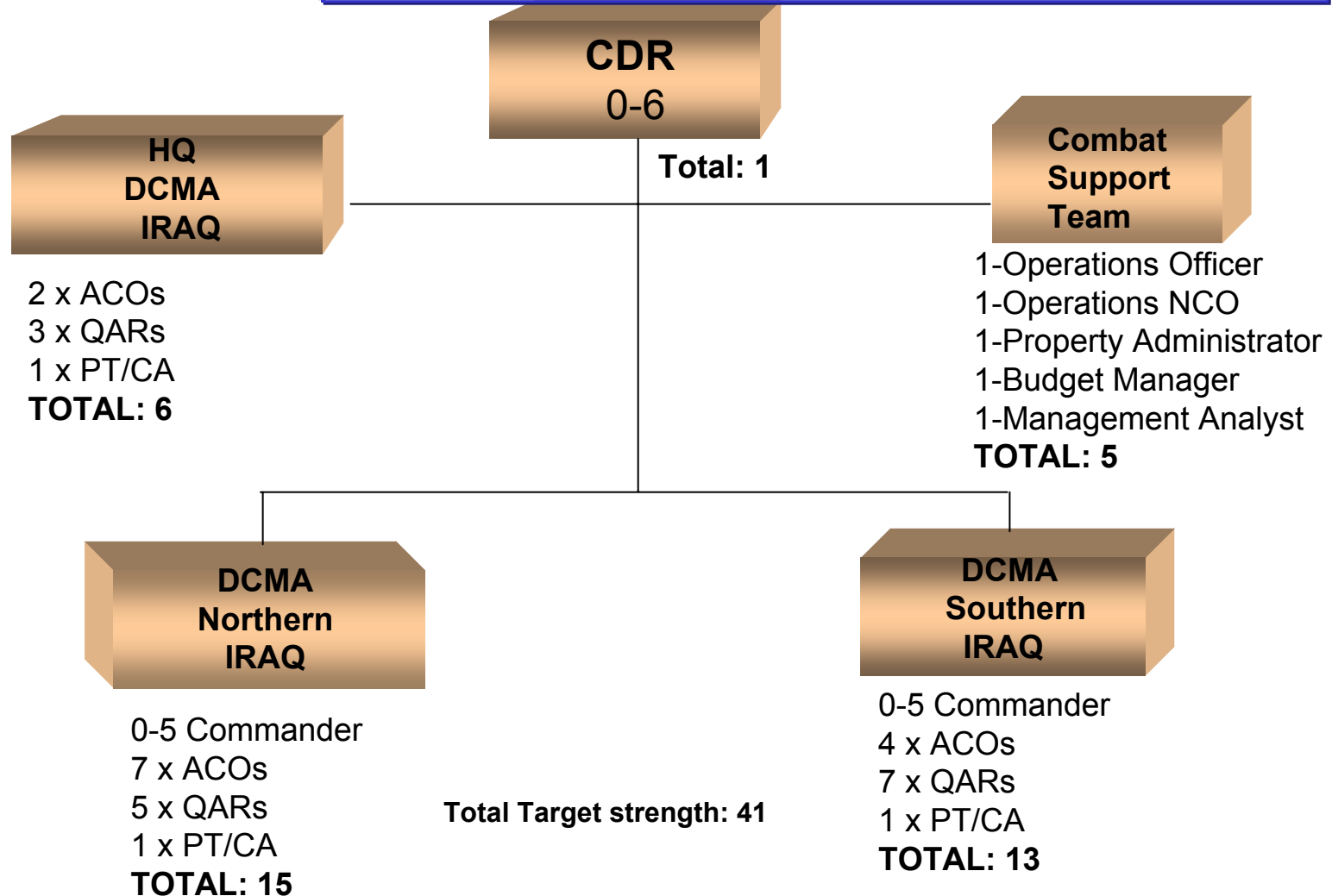
Kuwait City
Rear Detachment HQ

Delegated Contracts

<u>Contract Number</u>	<u>Contractor</u>	<u>Cost</u>	<u>Expiration Date</u>
O3-C-0032	S & K Technologies	\$ 8.3M	Jul 04
O3-F-0500	SAIC (OIL)	\$.5M	Dec 03
O3-F-0507	MZM (Linguists)	\$ 2.5M	Nov 03
O3-F-0508	SAIC (IRDC)	\$ 24.8M	Dec 03
O3-F-0533	SAIC (IMN)	\$ 82.4M	Dec 03
O3-F-0677	MPRI (Linguists)	\$ 1.9M	Dec 03
O3-P-0465	NAID	\$ 0.2M	Nov 03
O3-F-0891	Blackwater	\$ 11.0M	Mar 04
		\$131.6M	

As of 1 November 2003

DCMA-IZ ORGANIZATION



Issues/Concerns

- **FORCE PROTECTION:**
 - **DCMA Operations**
 - Each “team” responsible for multiple sites across several hundred square miles
 - Teams needed to move from site to site
 - Greatest likelihood of attack during movement
 - Civilians unarmed/military lightly armed
 - **KBR Operations**
 - Contract mandated USG provide protection
 - KBR employees unarmed
 - Substantial off-post movement (supply convoys, QC, Management)
 - Large movements difficult to protect
 - Several dozen casualties (WIA, KIA—and now MIA)

Force Protection







Force Protection



Force Protection





Force Protection



Force Protection



Our Sacrifice...



***...Their
Future***



NAVY SUPPLY COMMUNITY

Navy Contingency Contracting Concerns

- Requirements / JMD development
- Billet distribution among Services
- Civil Service participation
- Tour length